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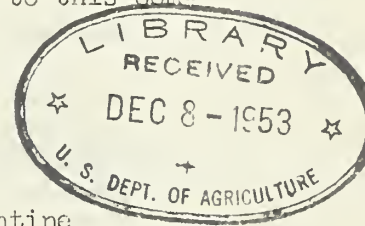
UNITED STATES DEPARTMENT OF AGRICULTURE
Washington 25, D. C.

TRAINING IN ADMINISTRATIVE MANAGEMENT (TAM)

I. Department TAM (Training in Administrative Management) Committee

The need for training in Administrative Management has been recognized for many years in the Department. The first committee on Training in Administrative Management was established March 12, 1945. (See General Departmental Circular No. 64.) The following were named to this Committee by the Secretary:

Virgil Couch, Farm Security Administration
C. G. Garman, Office of Budget and Finance
Eldon L. Johnson, Director, USDA Graduate School
R. E. McArdle, Forest Service
*F. H. Spencer, Bureau of Entomology and Plant Quarantine
*C. O. Henderson, Office of Personnel, Chairman



II. Functions of TAM Committee

The functions of this Committee as set forth in Title 1, para. 373, of the Administrative Regulations, are as follows:

"As a part of the general project for the improvement of administration, it is felt desirable to establish a program for in-service training of men and women who show aptitude and promise in the several functions constituting the field of administrative management. The Committee will prepare a plan for in-service training of both Washington and field employees in administrative management, including recommendations as to methods of selecting employees who are to receive such training, materials, methods, and facilities for training, and utilization of services of employees who have completed training."

The above Committee "dug in" and did the spade work necessary to get under way with the above assigned functions.

III. Secretary's Memorandum No. 1218

Due to the transfer of several members of the above Committee to positions outside of the Department, it was necessary to add new members in 1948. (See Secretary's Memorandum No. 1218 dated June 16, 1948.) The following members were appointed at that time and all but A. E. Jones, Soil Conservation Service, have served continuously since:

A. E. Jones, Soil Conservation Service
Earl W. Loveridge, Forest Service
Frank H. Spencer, Agricultural Research Administration
J. L. Wells, Office of Budget and Finance
C. O. Henderson, Office of Personnel, Chairman

*Served on Secretary's TAM Committee since it was originated on March 12, 1945.

IV. Summary of Pilot TAM Workshops

In order to carry out its assigned functions, the TAM Committee set up and conducted five pilot workshops in Administrative Management. Three in Washington and two in the field. One hundred and eleven employees, ranging in grades from GS-9 to GS-14 attended these pilot sessions. Sixty-four of these attended in Washington; 47 in the field.

Summary

<u>Location</u>	<u>Date</u>	<u>Attendance</u>
Washington, D. C.	Feb. 16-April 23, 1948	25
Washington, D. C.	Oct. 11-Dec. 10, 1948	27
Philadelphia, Penn.	Nov. 14-Dec. 9, 1949	23
Washington, D. C.	July 10-14, 1950	12
Chicago, Ill.	Oct. 2-24, 1950	<u>24</u>
	Total	111

Employees from 17 Department agencies participated in the above pilot workshops. The summary is as follows:

<u>Agency</u>	<u>Number</u>	<u>Agency</u>	<u>Number</u>
P&MA	32	OP	4
BAI	10	FCA	3
SCS	10	DAE	2
FS	9	Sol.	2
FHA	8	P&O	2
REA	8	B&F	2
AIC	7	OFAR	1
EPQ	5	Lib.	1
FCIC	5		

None of the above pilot workshops were conducted exactly alike. TAM Committee members assisted with planning, attended, participated in, and evaluated all of the above sessions. After each pilot workshop, suggestions were made for changes in content, methods, materials, and procedure. In spite of this experimentation, each succeeding group was enthusiastically responsive. In all cases the participants were unusually high in their praise of the value of this kind of training.

V. Expanding TAM Committee

As of January 1, 1951, the TAM Committee felt that the pilot TAM works conducted to that date had been so successful that the Department was ready to step up the tempo of planning and conducting similar sessions especially in the field. Two factors in carrying out this program stand out to date. First, the more good local leadership given to planning and conducting such workshops the more successful they will be. Second there appears to be a definite advantage to carrying out these workshops across agency lines. Participants get better acquainted with Department wide programs. You get cross-fertilization of ideas which adds hybrid vigor to the sessions.

In order to move forward gradually with a Department-Wide Program in Administrative Management Training and to squarely meet the above two factors, the Secretary's TAM Committee was expanded on January 3, 1951 to include several more Department Agencies. The periodic changes in the TAM Committee membership since that date due to transfer to positions within the Department or outside of the Department are recorded below:

Secretary's Memorandum No. 1216, Supplement 1, January 3, 1951

Frank H. Spencer	- Agricultural Research Administration
A. E. Jones	- Soil Conservation Service
J. L. Wells	- Office of Budget and Finance
Earl W. Loveridge	- Forest Service
*Carl Colvin	- Farm Credit Administration
*Raub Snyder	- Farmers Home Administration
*Merrill J. Collett	- Production and Marketing Administration
*I. Thomas McKillop	- Rural Electrification Administration
*Cannon C. Hearne	- Extension Service
C. O. Henderson, Chairman	- Office of Personnel

Secretary's Memorandum No. 1218, Supplement 2, June 22, 1951

Carl Colvin	- Farm Credit Administration
Merrill J. Collett	- Production and Marketing Administration
Cannon C. Hearne	- Extension Service
Earl W. Loveridge	- Forest Service
I. Thomas McKillop	- Rural Electrification Administration
*Ralph Picard	- Farmers Home Administration
Frank H. Spencer	- Agricultural Research Administration
J. L. Wells	- Office of Budget and Finance
*Donald A. Williams	- Soil Conservation Service
C. O. Henderson, Chairman	- Office of Personnel

Secretary's Memorandum No. 1218, Supplement 3, August 29, 1951

Carl Colvin	- Farm Credit Administration
Merrill J. Collett	- Production and Marketing Administration
Cannon C. Hearne	- Extension Service
Earl W. Loveridge	- Forest Service
*Sterling R. Newell	- Bureau of Agricultural Economics
Ralph Picard	- Farmers Home Administration
Frank H. Spencer	- Agricultural Research Administration
John L. Wells	- Office of Budget and Finance
Donald A. Williams	- Soil Conservation Service
C. O. Henderson, Chairman	- Office of Personnel

Secretary's Memorandum No. 1218, Supplement 4, October 13, 1952

Robert T. Beall	- Rural Electrification Administration
Carl Colvin	- Farm Credit Administration
*Robert W. Herder	- Production and Marketing Administration
Cannon C. Hearne	- Office of Foreign Agricultural Relations
*Paul V. Kepner	- Extension Service
Earl W. Loveridge	- Forest Service
Sterling R. Newell	- Bureau of Agricultural Economics
Ralph Picard	- Farmers Home Administration
Frank H. Spencer	- Agricultural Research Administration

*New Appointment

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John L. Wells - Office of Budget and Finance
 Donald A. Williams - Soil Conservation Service
 C. O. Henderson, Chairman - Office of Personnel

Secretary's Memorandum No. 1218, Supplement 5, February 27, 1953

*Richard D. Aplin - Office of the Secretary
 Robert T. Beall - Rural Electrification Administration
 *Marcus B. Braswell - Production and Marketing Administration
 Carl Colvin - Farm Credit Administration
 Cannon C. Hearne - Office of Foreign Agricultural Relations
 Paul V. Kepner - Extension Service
 Earl W. Loveridge - Forest Service
 Sterling R. Newell - Bureau of Agricultural Economics
 Frank H. Spencer - Agricultural Research Administration
 John L. Wells - Office of Budget and Finance
 Donald A. Williams - Agricultural Conservation Programs
 C. O. Henderson, Chairman - Office of Personnel

* New Appointment

VI. Summary of Progress on T/M to date

Two hundred and fifty-four Department employees representing nineteen Department Agencies have attended T/M Institutes and Workshops to date. Those attending ranged in grades from GS-9 to GS-15 with one GS-7. Sixty-four of these attended in Washington, D.C.; 190 in the field.

<u>Location</u>	<u>Date</u>	<u>Attendance</u>
Washington, D. C. (Pilot)	Feb. 16-April 23, 1948	25
Washington, D. C. (Pilot)	Oct. 11-Dec. 10, 1948	27
Philadelphia, Penn. (Pilot)	Nov. 14-Dec. 9, 1949	23
Washington, D. C. (Pilot)	July 10-14, 1950	12
Chicago, Ill. (Pilot)	Oct. 2-24, 1950	24
Denver, Colo. (Institute)	Apr. 2-13, 1951	28
Portland, Ore. (workshop)	Nov. 5-10, 1951	20
Lincoln, Neb. (workshop)	Jan. 28-Feb. 1, 1952	13
Denver, Colo. (workshop)	Feb. 12-21, 1952	21
Albany, Calif. (workshop)	Jan. 26-30, 1953	32
Atlanta, Ga. (Institute)	Dec. 1-12, 1952	29
Total		254

Employees from 19 Department agencies participated in the above T/M Institutes, Workshops, and Pilot courses. The summary is as follows:

<u>Agency</u>	<u>Number</u>	<u>Agency</u>	<u>Number</u>
PM.	54	FCA	6
FS	35	FCIC	6
SCS	29	PISAE	5
FHL	26	OP	4
AIC	20	Ext.	3
EPQ	18	Sol.	2
REA	16	P&O	2
B.I	14	B&F	2
B&E	10	FAS (OFAR)	1
		Lib.	1

VII. TAM Leadership Institutes Initiated in 1951

In order to develop, local TAM leaders essential to the success of planning and carrying out additional local TAM workshops the Secretary's TAM Committee in late 1950 and early 1951 recommended that Leadership Institutes be held to develop such local leaders. Those who attend such institutes are selected with the purpose that they go back to their respective headquarter cities to give local leadership in developing interest, planning, and carrying out local TAM workshops.

Department employees trained at the two TAM Leadership Institutes to date are listed below:

A. TAM LEADERS TRAINED AT DENVER INSTITUTE

<u>Location</u>	<u>Leaders Trained</u>
Denver, Colorado	Dorothy Montgomery, FHA; Wm. B. O'Rourke, FHA
Fort Collins, Colorado	Clayton N. Weaver, FS
Albany, California	Sidney Adams, AIC (since transfer Washington, D. C.)
Berkeley, California	N. D. Hudson, Ext.; Thomas Harris, EPQ
San Francisco, California	Jack C. Kern, FS; George E. Randall, PMA
Los Angeles, California	Jack J. McNutt, FS
Topeka, Kansas	Jasper E. Pallesen, BAE
New Orleans, Louisiana	Fred M. Smith, AIC
Minneapolis, Minnesota	Harold W. Soilers, PMA; Donald R. Shepherd, EPQ
St. Paul, Minnesota	Chester R. Holmstrom, FCA; Oren R. Shelley, FCA
Kansas City, Missouri	S. J. Williams, PMA
Missoula, Montana	Victor Sandberg, FS
Lincoln, Nebraska	Dale Harper, SCS; Harry A. Steele, BAE
Portland, Oregon	Joe J. King, FHA (since transferred out of Dept.
Austin, Texas	Henry L. Rasor, BAE
Dallas, Texas	Tulane S. Smith, FHA
Salt Lake City, Utah	Glade Allred, PMA

<u>Location</u>	<u>Leaders Trained</u>
Spokane, Washington	Stanley J. Dorick, EPQ; Fred J. Hartt, REA
Madison, Wisconsin	Kenneth H. Hoover, PMA
Milwaukee, Wisconsin	Herschel Hecker, SCS
Washington, D. C.	M. E. Hays, REA

B. TAM LEADERS TRAINED AT ATLANTA INSTITUTE

<u>Location</u>	<u>Leaders Trained</u>
Atlanta, Georgia	Clinton S. Herrick, Jr., FS; Douglass A. Craig, FS; Ford F. Dows, Jr., FMA; James Corley, Jr. FMA
Athens, Georgia	Cecil W. Chapman, SCS
Dacula, Georgia	Richard F. Nance, REA
Little Rock, Arkansas	Alfred J. Moss, FMA (since transferred from Department)
Gainesville, Florida	John R. Butler, FMA
Des Moines, Iowa	V.L. W. Silkett, PMA
Lexington, Kentucky	Wm. L. Rouse, PMA
Greenfield, Massachusetts	Glenn R. Allison, EPQ
Beltsville, Maryland	Earl D. Sharar, PISAE; Martin G. Weiss, PISAE
Jackson, Mississippi	Charles G. Deaton, Jr., FMA; L. J. Pate, BAI
New York, New York	Arthur F. Eckert, PAE
Raleigh, North Carolina	Roy E. Converse, BAE; Wm. R. Wilson, PMA
Philadelphia, Pennsylvania	E. M. Karger, FS; Paul K. Knierim, LIC
Upper Darby, Pennsylvania	John L. Hull, SCS
Columbia, South Carolina	George D. Halscy, FCA; Joseph L. Trihey, FMA
Spartanburg, South Carolina	George A. Meares, SCS
Memphis, Tennessee	Andrew C. Robison, PMA
Nashville, Tennessee	Tom S. Miller, PMA
Milwaukee, Wisconsin	Simon K. Kamminga, SCS; John Von Bargen, FS
Washington, D. C.	Orion Y. Row, REA

